

STATEMENT OF WORK (SOW)

Title: ANALYTICAL, TECHNICAL, AND OUTREACH SUPPORT FOR THE COMMERCIAL, INSTITUTIONAL AND INDUSTRIAL BRANCH

BACKGROUND:

Energy efficiency is one of the lowest cost strategies for reducing the environmental impact of buildings and plants. Since 1992, the ENERGY STAR program has served as a trusted source of information to help consumers and organizations throughout the nation adopt energy-efficient products and practices. Through ENERGY STAR, EPA promotes energy efficiency across the residential, commercial and industrial sectors to reduce costs and emissions.

Increasing energy efficiency in the commercial and industrial sectors offers sizable opportunities for cost savings while avoiding emissions of greenhouse gases. A number of analyses suggest that substantial savings from cost-effective improvements are available across these sectors if certain market barriers, including lack of corporate commitment, lack of information, lack of measurement tools, and tenant/landlord split incentives are eliminated or minimized.

EPA offers ENERGY STAR to businesses and other organizations as a straightforward way to adopt strategic energy management and realize the cost savings and environmental benefits that can result. EPA promotes a strategy for strategically managing energy that starts with the top leadership, engages the appropriate employees throughout the organization, uses standardized measurement tools and helps an organization prioritize and get the most from its efficiency investments.

In addition to the businesses seeking to improve their energy performance, EPA works in partnership with a number of organizations to ensure that clear, accurate information reaches energy end-users about opportunities for improving energy performance, providing opportunities for these organizations to expand their business. These organizations include energy service providers, utilities, state and local governments, trade associations and public benefits funds administrators.

Program activity levels at the end of 2016 indicate EPA's approach to energy management is being widely adopted in the marketplace. Thousands of organizations have joined as ENERGY STAR partners, dozens of industries and sub-industries participate in industrial focuses to pool ideas and work toward energy efficiency improvements, roughly 50% of the commercial buildings floor space is benchmarking in Portfolio Manager, and more than 30,000 buildings and plants have earned ENERGY STAR certification.

PURPOSE:

The purpose of this contract is to support EPA initiatives in the commercial, institutional, and industrial sectors, including administration of the ENERGY STAR program. The ENERGY STAR Commercial & Industrial Branch at EPA seeks to encourage corporations, states and local governments, federal agencies, academic, and non-profit organizations to cost-effectively reduce greenhouse gas emissions, primarily by reducing energy use. EPA provides tools and resources to help entities within these markets to develop comprehensive energy management strategies that will enable them to make strategic investments resulting in improved energy efficiency of their buildings and facilities, taking a portfolio-wide approach to strategically managing energy. The nature of interactions with partner organizations is to transform partners' valuations of strategic energy management. In addition, EPA facilitates this by partnering with vendors of energy efficiency products and services, as well as other groups that promote energy efficiency in 10 of 32

the commercial, industrial and institutional markets. Small businesses and congregations also use ENERGY STAR for technical guidance and support in saving energy in their buildings and facilities.

Organizations partner with EPA in a variety of ways. Companies, public sector organizations and others who own or manage buildings or facilities can join ENERGY STAR by having a senior executive submit a Partnership Letter to the EPA, committing the organization to strive for continuous improvement in energy performance. This represents a commitment to:

- ☐ Measure, track, and benchmark the organization's energy performance by using tools such as those offered by ENERGY STAR;
- ☐ Develop and implement a plan to improve energy performance in facilities and operations by adopting the successful energy management strategy promoted by ENERGY STAR;
- ☐ Help spread the word about the importance of energy efficiency; and,
- ☐ Highlight achievements with ENERGY STAR.

Service and product providers join ENERGY STAR by signing a Partnership Agreement governing their relationship with EPA and other ENERGY STAR partners. Service and product providers gain a market

advantage rising out of the credibility and visibility afforded them through their performance and association with ENERGY STAR. State and local governments, as well as associations and other non-profits can also partner with EPA to bring energy efficiency and ENERGY STAR to their community, reaching markets with a national program. New policies, including campaigns, competitions and local ordinances are driving a new model of delivering energy efficiency by leveraging existing government resources through ENERGY STAR.

For its part, EPA provides program participants with technical support, tools and services to assist them in reducing energy consumption, standardized measurement systems, and recognition and communication materials for organizations that achieve energy improvement goals.

REQUIREMENTS:

The Contractor shall provide technical assistance to EPA in conceptualizing, developing, and disseminating its various offerings to the commercial, industrial, institutional and financial marketplaces. The Contractor shall provide recommendations to EPA for strategic deployment of ENERGY STAR, and more specific avenues, tools and resources to overcome barriers and foster organization-wide adoption of good energy management practices across these markets. The Contractor shall provide a full complement of technical, deployment and outreach and partner support services.

The contractor shall submit all analyses, options, recommendations, reports, and training materials required under this contract in draft for critical review by the EPA contracting officer or contracting officer's representative. The Government will make all final regulatory, policy, and interpretive decisions resulting from contractor-provided technical support under this contract and make the final decision on all contractor-provided recommendations. The contractor shall not publish or otherwise release, distribute, or disclose any work product generated under this contract without obtaining EPA's express advance written approval. When submitting materials or reports that contain recommendations, the contractor shall explain or rank policy or action alternatives; describe procedures used to arrive at recommendations; summarize the substance of deliberations; report any dissenting views; list sources relied upon; and detail methods and considerations upon which the recommendations are based. The contractor shall not provide any legal services to EPA under this contract, absent express written advance approval from EPA's Office of General Counsel.

The ENERGY STAR program works with national organizations and businesses of all types. Messages must be tailored for the appropriate audience being targeted. Contractor must be knowledgeable about specific sectors and experienced in working with them, and have or be able to develop strategic relationships with key companies, organizations and related trade associations. Audiences targeted by EPA include, but are not limited to:

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Commercial, institutional, industrial organizations and other energy users within many market sectors - Includes retail, financial services, government (local, state, and federal), education, commercial real estate, multifamily housing, healthcare, lodging, entertainment, industrial manufacturing (the full breadth of industries within NAICS 31-33), and water/wastewater facilities. The Contractor shall provide in-depth expertise to EPA in each of these business areas, including expertise in the operations management and financial decision making processes, including sector strategies and messages to speak to the issues of decision makers in these industries, when necessary.

Vendors of services and products related to building and facility energy efficiency – Includes companies that work with the commercial, industrial, and institutional organizations described above to provide energy procurement and management services, architectural and engineering services, and implement energy upgrade projects, or manufacture products that can improve the energy performance of buildings and facilities. These vendors aid target markets to improve the energy efficiency of their operations. The Contractor shall provide to EPA in-depth expertise in these business areas, including approaches to training service and product providers in delivering the ENERGY STAR message, tools and resources and, where applicable, deliver ENERGY STAR benchmarking and labeling services to their clients.

Industry and trade associations – Includes trade associations and other groups in a position to educate their members or customers about energy management decisions. These organizations play a key role in validating and disseminating the ENERGY STAR message to a wide audience in an effective and efficient way. The Contractor shall identify key, influential associations related to the targeted market sectors and develop strategies to have these groups adopt and promote ENERGY STAR. The Contractor shall meet with associations, attend conferences, develop presentations and trainings, and create materials targeted to

associations and their membership.

Financial Investment Sector – This sector includes pension fund managers, investor relations managers, socially responsible investment groups and analysts, the insurance industry and others, which are all important in promoting the concept that energy efficiency and strategically managing energy is valuable beyond simply the dollar savings that can be achieved. Value is added in other ways, and shareholders and institutional investors are looking more to these other, non-monetary aspects of company performance. The Contractor shall help analyze the role of these organizations in catalyzing energy efficiency, identify key players in this market, and to promote ENERGY STAR in the financial arena.

Federal, State and Local Governments – Governments play a key role in developing energy efficiency programs, policies, and educational campaigns to reach communities about the importance of energy efficiency, environmental protection and ENERGY STAR. New policies, such as energy benchmarking and disclosure, utility policies, energy competitions and other approaches are being implemented through government efforts, and many are leveraging ENERGY STAR tools and resources as critical components of their programs. The Contractor shall meet with government officials, support the implementation of new policies leveraging ENERGY STAR as appropriate, and provide technical, training and communications materials targeting the government role in helping to transform the commercial building and industrial facility market.

Tenants and Tenant Organizations – In multi-tenanted buildings, including buildings in the office, retail, warehouse, and multifamily sectors (and possibly others), energy use by tenants can contribute a majority of the whole building's energy use. Owners and managers, as well as tenants themselves in many cases, are looking for ways to achieve greater energy efficiency in leased spaces. Under the Energy Efficiency Improvement Act of 2015, EPA is tasked with developing new recognition within the ENERGY STAR program to recognize tenants and owners who design, construct, and operate high performing tenant spaces. The Contractor shall help EPA implement this new recognition, as well as identify and implement related approaches, tools, and resources to encourage greater efficiency in tenant spaces, such as landlord/tenant engagement around efficiency, improvement guides for tenants, sharing of data between tenants and landlords, case studies, among others.

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A. Research and Analysis

In order to determine where best to invest program resources, it is necessary to learn more about the energy use in various sectors. Research will include specific sector operations, business issues including decisionmaking practices, energy use statistics and potential for emissions reductions as well as identifying key trade organizations (and other stakeholder groups) that can help develop a strategy for increasing participation in ENERGY STAR among these sectors. This could also include investigating the “green building” arena and other environmental/climate related efforts to identify opportunities for integration and collaboration, such as water efficiency, waste efficiency and indoor air quality. Additionally, knowledge of industrial energy data sources and the ability to work with these data sets will be important for the analytical support that may be needed for potential alternative policy approaches where best practices in energy management will need to be incorporated.

By learning about how specific markets use energy and what the leverage points are to influence that energy use, it will be possible to develop useful tools and resources as well as create effective strategies and outreach plans. The Contractor shall perform research and analysis on the commercial, institutional, industrial, and financial sectors to learn how energy is used and perceived in a typical organization in that sector and how capital investment decisions are made. Part of this research shall entail understanding how energy decision-making occurs at various levels within organizations. EPA recognizes that strategic investments in energy efficiency can increase the actual and perceived “value” of the organization, whether public or private. With this information, it is possible to demonstrate that reductions in energy use can affect the financial health of the organization and demonstrate environmental leadership.

The contractor shall also conduct analysis of building and plant energy use, by space type, and other opportunities to upgrade these facilities.

B. Strategy Development and Education

For organizations to make the necessary investments in energy efficiency to reduce facility energy consumption, participants must understand the value of energy efficiency and how to achieve it. They need information on how to measure their current performance, identify cost-effective strategies for improvement, pursue recognition for their efforts and successes, and educate their stakeholders on the importance of

energy efficiency.

1. In order to increase active participation in ENERGY STAR, thereby leading to reduced energy use, the Contractor shall use analysis (see previous task) to identify priority sectors and to create sector-specific outreach plans and materials to support an annual strategy to:

- ☐ Raise awareness of the benefits of energy efficiency and the tools and resources available to achieve reductions,

- ☐ Motivate organizations to track and manage energy use, including measuring energy performance, and also to improve organization-wide energy efficiency, and

- ☐ Provide recognition to ENERGY STAR Partners that have attained energy performance goals. This includes existing methods of recognition as well as could include identifying new ways to provide recognition to organizations that are demonstrating notable accomplishments through ENERGY STAR.

2. The Contractor shall create outreach and educational materials for ENERGY STAR that are consistent across the program to streamline efforts and facilitate sharing of successful efforts that may be replicated in other markets. Sector specific resources shall be developed only in cases when there are unique issues to be addressed for that sector that are not served by broader program resources. In addition, it will be beneficial to leverage activities occurring in other branches (ENERGY STAR Homes, Products) where there may be interest generated in the commercial, industrial and institutional sectors. The Contractor shall identify areas for coordination across ENERGY STAR and related branches, and recommend ways to simplify or streamline activities. For example, these activities could

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include promoting activities and campaigns and addressing product efficiency and procurement, residential energy performance, green power purchasing and renewable energy and CHP strategies. The Contractor shall also identify areas for coordination with other EPA offices or Federal government agencies to facilitate collaboration with different, but related, programs. For example, opportunities exist for coordination between ENERGY STAR and WaterSense as well as EPA Office of Land and Emergency Management programs (e.g., Food Waste Recovery Challenge) to promote the programs to each other's partners.

These efforts may include, but are not limited to, identifying and delivering:

- ☐ Strategic Plans for the Program or Individual Sectors

- ☐ Written Communication Materials

- ☐ Fact sheets, case studies, articles and Web content

- ☐ Videos

- ☐ Media Strategy (print, internet, radio, social media, television, etc.)

3. Conferences -- EPA may determine that holding a conference on topics integrally related to the support the Contractor provides under this statement of work will further the goals of the program. In support of holding such conferences, the Contractor shall conduct the following activities:

- ☐ Planning – Assessment of possible conferences, conventions and other industry meetings, including prioritization of the conferences/meetings in support for furthering the goals of the program, registration logistics, communications, marketing, and meeting logistics.

- ☐ Provision and procurement – Arrangement of all services, including: Procurement and preparation of facilities, booth preparation, staffing, materials distribution, marketing and advertising arrangements as requested by the EPA COR.

- ☐ Preparation – drafting and delivery of speeches or seminars or other opportunities to communicate to participants, design and delivery of signs and posters, and booth preparation.

- ☐ Execution – staffing of registration tables or booths, on-site meeting coordination, note takers, facilitators.

- ☐ Post-meeting -- follow up, meeting minutes, distribution of meeting summaries.

- ☐ Registration Fees – As part of the registration process for conferences managed under this BPA, the EPA Contractor may collect non-mandatory registration fees (as applicable and to be specified at the call order level) from non-federal and/or non-EPA Federal attendees of a formal EPA Conference. The registration fees are to cover the cost of meals and light refreshments, and will be set by the hosting facility. The EPA Contractor will serve as a pass-through to facilitate payment to the hosting facility. Contractor shall not submit a claim to the Government for any shortfall in

fees, nor may Contractor keep any overages in fees should any occur. Any associated costs or expenses incurred by the Contractor related to the collection and processing of these fees will be reimbursed by the Government through the call order, with scope and level of effort for these activities specified as part of the call order.

☐ Any other activities, as determined by the EPA COR, to ensure the success of the conference.

C. User Support and Program Implementation

To assist organizations to reach their potential energy performance, they need to be directed toward the appropriate tools and resources. EPA has developed many of these, which are available via the ENERGY STAR Web site and through on-line training. The Contractor shall assist EPA in developing centralized and cost effective implementation support to help users answer questions about the ENERGY STAR program, Portfolio Manager, and ENERGY STAR recognition opportunities, including, but not limited to the ENERGY STAR label, ENERGY STAR Challenge, ENERGY STAR competition(s), tenant recognition program(s), Building Performance with ENERGY STAR, Designed to Earn the ENERGY STAR and other program recognition opportunities. The Contractor shall maintain and update and/or, as appropriate, create processes to implement these recognitions, including reviewing, assisting EPA in approving, and tracking ENERGY STAR certifications, Designed to Earn the ENERGY STAR, and recognition for efficient tenant spaces (among others).

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To maximize government resources and develop important case studies and best energy management practices, the Contractor shall develop a list of companies, organizations and trade groups that offer the greatest opportunity to achieve market transformation with the fewest dollars. The Contractor shall:

☐ Provide user support to broad program stakeholders and individual users to provide guidance to assist them in improving the energy performance of their organization and use of ENERGY STAR program resources;

- This can include in-person, by phone, by email, on-line, written information dissemination and guidance or other cost-effective methods to quickly respond to user requests. All responses to user requests shall contain EPA approved information. At no time shall contractor staff respond with opinions, whether they be the personal opinions of the contractor as a corporate entity, or the personal opinions of government officials or representatives who have assisted in providing the response. The contractor shall maintain and provide to EPA a log of user requests.

- Provide limited support to individual organizations, except when greater support is deemed appropriate as part of EPA's strategic plan.

- Propose innovative, new approaches to more effectively reach a broad group of stakeholders. These might include the use of social media or other resources or techniques beyond the traditional ENERGY STAR offerings of e-mail hotlines and online help.

☐ Encourage service and product providers and energy efficiency program sponsors to use ENERGY STAR as a platform for their services;

☐ Reach members of associations and trade groups by providing information on how to achieve energy performance improvement or promoting it within their industry/sector; and,

☐ Network on a broad level to promote ENERGY STAR to new audiences.

Another way EPA engages with organizations is through Industrial Focuses. Focuses are a concentrated study of energy performance improvement within a specific sector. In a focus, EPA works directly with key companies within an industry to develop management tools, energy performance indicators, networking and energy efficiency guidance to spur improvement. Multiple organizations work together through ENERGY STAR to gain information and to motivate improvements in energy efficiency. Because the targeted organizations are themselves involved from the start, Focuses provide a forum for EPA to identify and minimize barriers to energy efficiency. The Contractor shall:

☐ Support EPA's operation of specific sector focuses

☐ Support EPA in providing technical input and guidance as part of the focuses

The Contractor shall make all contacts with these companies at an upper managerial level - not at a building or plant level unless it is to communicate with the highest level of building/facility management for the purpose of boosting the organization's overall energy management efforts. The Contractor shall work with corporate energy managers, or if non-existent for a company, the high-level manager responsible for energy

activities.

In outreaching to potential participants, the Contractor shall provide personnel with expertise in corporate energy management and decision-making. Before any personnel interact with the partners or potential partners, the Contractor shall ensure the individual is experienced in working with industrial companies and organizations at the corporate level on energy-related matters, and demonstrates a maturity in managing relationships at this level. Further, the Contractor shall ensure that the expert fully understands, supports, and is well-versed in communicating ENERGY STAR's comprehensive approach to energy management and the ENERGY STAR tools.

D. Energy Tracking and Benchmarking

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Because measuring energy performance is paramount in understanding and reducing energy use, benchmarking and tracking are key concepts to ENERGY STAR. For commercial buildings, Portfolio Manager is EPA's on-line tracking system that allows energy, water, waste and greenhouse gas tracking. For industrial manufacturers, EPA provides Energy Performance Indicators to benchmark plant level energy use. In all sectors, the Contractor shall promote the concept of building and facility energy performance measurement by delivering:

- ☐ Strategies to incorporate energy performance measurement at the design/planning stages of building/facility development;
 - ☐ Strategies to encourage organizations to use EPA tools or other appropriate methods to track and measure energy performance on a continuing and portfolio-wide basis;
 - ☐ Strategic partnerships between EPA and corporate leaders, trade associations, service providers, governments and utility representatives to reduce barriers to efficiency through use of EPA's Portfolio Manager and the ENERGY STAR performance scales; and,
 - ☐ Assistance, tools, training and other materials to facilitate energy tracking and benchmarking through ENERGY STAR Portfolio Manager and other tools.
- EPA provides benchmarks of energy performance in select commercial, industrial and institutional sectors. These benchmarks are based on national data. In select sectors, the Contractor shall:
- ☐ Analyze energy use and develop benchmarks or energy performance indicators in end-use sectors;
 - ☐ Vet the development of indicators with key sectors to obtain critical review and input prior to finalization;
 - ☐ Assure quality of the benchmark; and,
 - ☐ Maintain and update these benchmarks to keep them current, relevant and critical to a particular end-use sector's energy management practices.
 - ☐ Assist in analyzing and developing metrics, including energy, water, waste, carbon, and/or other sustainability metrics.

The Contractor shall also support EPA in creating methods for the development of comparative benchmarks for building or facility types for which EPA does not have energy performance scales or EPIs.

E. Resource/Tool Development and Training

To ensure ENERGY STAR remains a key one-stop resource for energy performance improvement and strategic energy management resources, it will be necessary to expand the information EPA has available, or to develop user friendly tools and training. It will also be necessary to evaluate user experience with ENERGY STAR tools and training, in order to identify the most important modifications or new tools and resources required to address user needs.

Training opportunities will need to be developed and offered using a variety of delivery channels, including, but not limited to on-line, in person, video, and social media. In addition, EPA will require the development and implementation of other opportunities for partners and other key stakeholders to meet to learn about the offerings available, and to network with other organizations that are striving to manage energy strategically. Training can be delivered directly, through 3rd parties, or using "train the trainer" approaches aimed at energy end users, licensed professionals and other stakeholders.

The contractor shall:

- ☐ Assist in the development and implementation of a comprehensive training program.
- ☐ Enhance the program's train-the-trainer offerings, including development and implementation of a system for identifying and maintaining contact with third parties who train others on the use of ENERGY STAR tools and resources.
- ☐ Identify the need for additional resources to assist users in identifying areas for improvement in

energy management.

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☐ Refine or update existing tools and resources as new information becomes available. Provide timely information and useful diagnostic energy management tools (e.g. Building Upgrade Value Calculator, Financial Value Calculator, Energy Management Matrix, Target Finder, SPP and EEPs directories);

☐ Provide training, education and communication materials on EPA tools and resources that can assist program stakeholders and others in achieving energy use reductions;

☐ Create opportunities for stakeholder interaction with EPA, other ENERGY STAR Partners and industry experts to foster best practice sharing; and

☐ Ensure web site has useful, timely and accessible information.

F. Tracking Effectiveness of ENERGY STAR Offerings, Reporting and Evaluating Key Program Metrics

To provide the most useful mix of tools, information, technical assistance, centralized support, and targeted one-on-one support, it will be necessary to track and assess the use of tools and resources, collect feedback from partners and other users, and report findings to EPA decision-makers. The Government will make all final regulatory, policy, and interpretive decisions resulting from contractor-provided support under this contract and make the final decision on all contractor-provided recommendations.

The Contractor shall periodically perform formal analyses to determine program effectiveness in terms of:

☐ Providing useful tools and resources;

☐ Achieving measurable carbon emissions reductions through improved energy performance;

☐ Transforming the market as evidenced by the use of energy performance as a key variable in making financial/investment and operational decisions

☐ Reviewing building and plant certification quality; and,

☐ Developing program results and statistics and publishing aggregate building data and program snapshots to assist program stakeholders in implementing their own programs.

In order to measure success in meeting program goals, it is important to track key accomplishments and activities related to improving building energy performance. The Contractor should first be able to assist the C&I Branch in developing a management plan that would track how C&I strategies are carrying out these program goals. In doing so, the Contractor would determine key metrics related to tracking program accomplishments and activities. The Contractor should then be able to assist in the collection of program data, and in developing and preparing reports that would highlight that data. To evaluate how well the C&I branch was meeting its program goals, the Contractor would then analyze and evaluate this data and provide recommendations on how to improve program performance.

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